

POSITION MANAGEMENT AND ORGANIZATION

I. PURPOSE

This Directive:

- A. Outlines the APHIS Position Management plan,
- B. Describes the role of the APHIS Position Management Committees,
- C. Establishes requirement for Regional Position Management Committees,
- D. Includes the types of proposed organization or personnel changes that require approval and the procedures for obtaining approval.

II. REPLACEMENT HIGHLIGHTS

This Directive replaces APHIS Directive 100.4 (5/5/75) and APHIS Directive 110.8 (12/28/73).

III. DEFINITION

Position Management is the continuous and systematic management process of assuring that organizations, positions, and functions are structured efficiently and economically. It is the process each manager goes through to determine how many positions are needed, how jobs should be designed, and the type of organization structure that is required to accomplish the functional assignments of the organization unit.

IV. POLICY

It is APHIS policy to organize so that mission goals are achieved in the most efficient, effective, and economical manner. To the extent possible, APHIS managers and supervisors will:

- 1. Maintain the lowest possible personnel cost by minimizing the number of organization levels and segments; the number of supervisors, assistants, and "assistant to" positions; and the ratio of managerial and support staff to line positions.
- 2. Employ the minimum number of personnel necessary to accomplish the mission through constant attention to full utilization of existing personnel, abolishment of

positions that are no longer necessary, and use of part-time personnel and other appropriate strategies when circumstances do not warrant the services of permanent full-time employees.

3. Promote the full use of employees skills when assigning work.
4. Organize at all levels to achieve APHIS program goals in the most efficient manner possible.
5. Conduct adequate planning prior to implementing an organization change.
6. Establish stable organization structures which will be maintained over long periods to avoid costly revisions and disruption in relationships with other governmental units and the general public.
7. Delegate authority so decisions are made at the lowest possible organizational level consistent with effective managerial control.
8. Conform field structure boundaries to the Standard Federal Regions and State boundaries.
9. Document organization structures in a consistent format for purposes of maintaining a public record.
10. Make clear and understandable functional assignments.
11. Establish clear position-to-position relationships and lines of authority.
12. Prevent an overlap of responsibility or conflict of duties between positions.
13. Establish clearly defined career ladders for major occupations.
14. Concentrate work requiring special skills and training into similar levels so as to minimize the number of high grade level positions.
15. Locate personnel in the field rather than the Washington, D.C. Metropolitan Area whenever practical and efficient to do so.

V. DELEGATIONS OF AUTHORITY

- A. The Administrator is primarily responsible for position management practices and organizational structure within APHIS.

- B. The Deputy Administrators have been designated by the Administrator to share these position management responsibilities. Specifically, they are responsible for:
1. Ensuring that good position management priorities and objectives are followed throughout their respective programs.
 2. Developing and justifying staffing patterns for GM/GS-14 and above positions as well as equivalent positions in the Foreign Service.
 3. Reviewing all requests to establish or fill GM/GS-13 positions as well as equivalent positions in the Foreign Service. They may set more strict requirements, such as requiring approval of lower-graded positions.
 4. Performing annual reviews of all GM/GS-14 and above positions and equivalent Foreign Service positions.
 5. Submitting the necessary documentation to support the recommended actions.
- C. The Regional Director or designee (or comparable Division Director) is responsible for approval all staffing decisions and charts for his/her region, except where authority specifically rests with the Administrator or Deputy Administrator.
- D. Every Manager and Supervisor is responsible for developing and maintaining staffing patterns within their respective areas which are consistent with APHIS policy on position management.
- E. Field Servicing Office (FSO) will:
1. Provide advice and assistance to managers and supervisors on staffing patterns and individual positions.
 2. Prepare classification evaluation statements for all individual actions as necessary.
 3. Conduct position reviews as part of the Position Maintenance Review program, prepare reports of these reviews, and take corrective action when necessary.

F. Human Resources Division will:

1. Provide advice and assistance to managers and supervisors in designing and implementing effective staffing patterns.
2. Develop agenda and information packages for the APHIS Position Management Committee based on information provided by the Programs.
3. Prepare for APHIS and/or Departmental approval, organizational charts, functional statements, and necessary documentation.
4. Provide liaison with the Department on proposed organization changes.
5. Coordinate position management reviews conducted in conjunction with position classification reviews (see APHIS Directive 430.2, Position Classification).
6. Maintain, in cooperation with APHIS program officials, a current position management and organizational handbook. This will include:
 - a. Functional statements for all major organizational components;
 - b. APHIS organization charts;
 - c. Senior level staffing patterns for GM/GS-14's and above, and total numbers of GM/GS-13's; and
 - d. Specific procedures and instructions for the implementation of the Position Management plan, including operations of the Regional Position Management Committees.

VI. COMMITTEES

The following Committees will be established to assist the Administrator and APHIS Regional Directors in position management decisions.

A. APHIS Position Management Committee.

1. Membership. This Committee is composed of the:
 - a. Associate Administrator who will be the Chairperson,

- b. Deputy Administrator for Management,
- c. Deputy Administrator for Veterinary Services,
- d. Deputy Administrator for Plant Protection and Quarantine,
- e. Director, Human Resources Division, and
- f. APHIS Classification Officer who will be the Executive Secretary.

2. Responsibilities.

- a. This Committee is responsible for reviewing and recommending approval or disapproval to the Administrator on all changes to the organization Committee may, on its own initiative, address any other issues involving Position Management in APHIS.
- b. The Chairperson is responsible for making the final recommendation based on input from the Committee members.
- c. The Executive Secretary is responsible for coordinating meetings and recording the minutes and recommendations of the Committee and providing them to the Chairperson for approval and action.

3. Meetings.

- a. This Committee will meet twice a year. A meeting will be held each July to discuss goals for the following fiscal year. A January meeting will be held to discuss progress and other issues.
- b. Special meetings may be called by the Chairperson when the need arises.

B. Regional Position Management Committees.

- 1. Membership. This Committee is composed of the Assistant Regional Director who is the Chairperson and other members designated by the Regional Director.
- 2. Responsibilities. The Committee will ensure that staffing charts are prepared, review total numbers of positions, review and make recommendations on requests for new and upgraded positions at all grade levels, and identify issues to be considered

at a higher level.

3. Meetings. This Committee will meet at least once a year. Other meetings may be held at the Chairperson's request.
4. Other major, geographically dispersed organization units will have committees comparable to the described Regional Committees.

VII. STAFFING CHARTS

Managers at the area level and above must establish, maintain, and update staffing charts which reflect the position title, occupational series, and current (as well as full performance) grade level of each position allocated. These charts will be reviewed at least once a year by the appropriate Regional Position Management Committee who will make recommended changes to the Regional Director. Copies of new or revised staffing charts must be sent to the APHIS Position Management Committee through the appropriate Deputy Administrator.

VII. PRIOR APPROVAL

- A. Department Approval. Prior approval must be obtained from the Department for the following:
 1. Any addition, deletion, or modification to the official APHIS organization chart;
 2. A gain or loss of a major function by any of the units identified on the APHIS organization chart;
or
 3. The establishment, abolishment, or change in any regional structure.
 4. The relocation of any facility or activity;
 - a. From a rural to an urban location, or
 - b. From one urban area to another.

(See APHIS Directive 241.1, Acquisition, Relocation, Release, and Maintenance of Space Buildings, and Land.)

5. The establishment of any new facility in an urban area;
6. The establishment, abolishment, or transfer of any regional office;
7. The relocation of any regional boundary; and

8. The relocation of any special field unit with 10 or more employees.

B. Administrator's Approval

Prior approval by the Administrator is required for:

1. Organizational and geographical changes that require Departmental approval.
2. Establishment of all permanent positions, GM/GS-14 and above and comparable Foreign Service positions.
3. Changes in the staffing pattern for GM/GS-14 or above positions and comparable Foreign Service positions.
4. Reorganizations which modify official APHIS organization charts, or otherwise result in a gain or loss of a major function by any of the organizational units identified on the charts.

C. The Human Resources Division must be notified of the following:

1. Minor changes to approved organization charts.
2. Minor changes that affect official functional statements cited in the APHIS Position Management and Organization Handbook.

HRD will review these changes for procedural correctness, review for possible overlap or duplication, obtain the concurrence of the appropriate Deputy Administrator, and make changes to the APHIS Position Management and Organization Handbook.

IX. PROHIBITION ON ANNOUNCEMENTS AND IMPLEMENTATION

When Departmental approval is required for a change:

- A. No official announcement may be made to the public or employees until approval is received.
- B. No measures may be taken to implement the proposed change until approval is received, unless such action can easily be reversed.
- C. Employees may be informed that a change is being considered.

X. ORGANIZATION CHANGE AND RECOGNIZED LABOR ORGANIZATIONS

No changes affecting members of bargaining units may be implemented without consultation with representatives of the recognized labor organization. Program officials are encouraged to consult with appropriate representatives of recognized labor organizations as early in the proposal as possible.

XI. PRIOR APPROVAL PROCEDURES

- A. Documentation. A request for a change which requires the approval of the Department or the Administrator must contain the following information.
 1. Nature of proposed change in organizational structure, staffing pattern, geographical alignment, or change in Senior Level Positions GM/GS-14 and 15.
 2. Factors making the proposed changes necessary.
 3. The rationale for Choosing the Proposed change versus other alternatives considered.
 4. Any information or material which clarifies the reason(s) for the proposal; i.e., studies, reviews, legislation, etc.
 5. Program accomplishments expected to result from the proposed changes(s).
 6. A table of present and proposed staffing for each affected organization component.
 7. Whether implementation of the proposed change(s) will require an increase in ceiling and how grade levels will be affected.
 8. Where appropriate, a draft copy of the new or revised organizational chart, and revised functional statements.
 9. Maps showing any changes in regional boundaries. Any deviation from Standard Federal Regional Boundaries or from the 10 Federal Regional Cities must be justified.
 10. One time and continuing costs required to implement the proposed change(s). Costs must be itemized and included such items as salary costs, new equipment or space costs, and relocation of personnel.
 11. Any impact on minorities or women. Include any actions planned to offset negative impacts.

12. Impact on activities or the changes which will occur if the proposed change is not adopted.
13. A review of the organization; i.e., how the new position relates to existing senior level positions, and copies of the position descriptions when a new GS/GM-14 or 15 position or equivalent Foreign Service position is requested.

B. Submission

1. All requests must be submitted to the appropriate Deputy Administrator.

NOTE: Requests for additional GS/GM-14/15 positions, equivalent Foreign Service positions, or substantial revisions to existing positions must be sent through the Deputy Administrator to the appropriate servicing personnel office for a classification evaluation before any other action is taken. Copies of these requests must also be sent by the requesting official to HRD.

2. The Deputy will forward a copy of the request and approval to the Executive Secretary of the APHIS Position Management Committee.
3. The Executive Secretary will assure that all the documentation is complete and will present the request to the Committee.
4. The Chairperson of the Committee will forward the request and recommendation of the Committee to the Administrator.
5. The Administrator, after reviewing the recommendations, will approve, disapprove, or otherwise modify the request.
6. The request is returned to the Executive Secretary through the Chairperson.
7. The Executive Secretary will forward the request to the Department when it is approved by the Administrator. If it is not approved, the Secretary will return it to the requesting official.
8. The Executive Secretary will notify the appropriate APHIS officials when department approval is obtained and will make a single distribution of organization charts and/or functional statements. Any further distribution will be the responsibility of the organizational entity wishing the distribution.

/s/ James O. Lee, Jr. /s/

DISTRIBUTION: G03

ORIGINATING OFFICE: HRD-CSC